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ENVIRONMENTAL TOURISM STRATEGIES FOR THE NORTH SHORE

A Special Project prepared by the Metropolitan Area Planning Council for the North Shore Task Force

Spring 1996

ABOUT THIS REPORT

The Metropolitan Area Planning Council (MAPC) is the officially designated regional planning agency for 101 cities and towns of metropolitan Boston. The Council helps its member communities plan in the areas of economic development, land use, housing, demographics, transportation, and environmental quality.

This report is part of a "Special Project" of the North Shore Task Force (NSTF), a subregion of MAPC. NSTF communities are: Beverly, Danvers, Essex, Gloucester, Hamilton, Ipswich, Manchester, Marblehead, Middleton, Peabody, Rockport, Salem, Swampscott, Topsfield, and Wenham.

MAPC project staff and NSTF members worked closely on this project and wish to thank all those who provided information, suggestions, and support in preparing this document and in making the project a success.

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ENVIRONMENTAL TOURISM STRATEGIES FOR THE NORTH SHORE

Highlights

- The North Shore Task Force (NSTF), a subregion of the Metropolitan Area Planning Council (MAPC), has long been interested in preserving its natural resources as an economic resource. As an outgrowth of previous activities, the NSTF this year chose to investigate strategies to promote "environmental tourism," tourism based on the active and passive recreational enjoyment of the area's natural resources.

- The goals are to

    - promote environmental tourism (ET)
    - to create a subregional identity around the ET theme
    - to foster links among diverse but related ET resources

- The task force is acutely aware of potential conflict between preservation and economic development and recognizes that capturing the economic value of its natural assets depends on preserving them. The NSTF is committed to an environmentally responsible approach to attracting visitors.

- "Outdoor enthusiasts" are the most promising market. Typically they are relatively affluent families with children, are repeat visitors, and drive from a radius of 3-4 hours. Strategies should help potential visitors plan in advance and should highlight activities for all ages.

- The North Shore is competing for this market with Vermont, Cape Cod, New Hampshire, and Maine. Their strategies include colorful maps, thematic brochures, and regionally organized, cooperatively marketed festivals spotlighting environmental activities in many communities simultaneously.

- One of the North Shore's primary assets is the plethora of organizations actively engaged in some facet of environmental tourism. These groups are potential partners in a cooperative effort, and the NSTF anticipates coordinating with them.

- There are many strategies the NSTF or others could undertake to promote ET. They include strategies to create regional linkages, market the region, create or

participate in regional events, and encourage regional cooperation. These ideas are presented in Part 5.

- The report draws from the menu of strategies to recommend activities where the NSTF can play a useful role, in partnership with others, to fill gaps or complement existing activities. It recommends that the NSTF:
  - Create a subcommittee to further environmental tourism activities
  - Identify and pursue next steps as part of next year's work program
  - Organize at least one follow-up conference/working session with outside groups
  - Organize "cross-training" among communities (e.g., a "trade show," guided bus tours, seminars or workshops)
  - Facilitate coordination of a "Festival North Shore," a weekend-long event linking ET activities in all communities, perhaps starting with existing Earth Days
  - Facilitate periodic meetings bringing together NSTF communities and tourism, environmental, and economic development interests
  - Prepare informational materials to help people plan ahead (e.g., theme brochure, map, GIS database, "trip-tiks")
  - Seek grants and/or seek sponsorship from private interests
- A sample list of North Shore environmental resources and a supplemental list of relevant organizations appears in the Appendix.

ENVIRONMENTAL TOURISM STRATEGIES FOR THE NORTH SHORE

An MAPC "Mini-Project"

Part 1: Background

The North Shore has an abundance of natural resources that attract visitors. It has many miles of shore line with beautiful beaches and harbors for fishing and boating; wildlife sanctuaries, state parks, and nature preserves; active farms; hiking and biking trails; and horseback riding – just to name a few.

The North Shore Task Force (NSTF), a subregion of the Metropolitan Area Planning Council (MAPC),[1] has historically been interested in preserving and linking its natural resources and in increasing awareness of them. Last year, the task force undertook a trails study[2] to review existing trails, identify gaps and opportunities, and recommend measures to improve and link existing systems. As an outgrowth of the study, the NSTF applied for and received a Sea Path grant from the Department of Environmental Management (DEM) to produce a handbook and guidelines on ways to protect, enhance, and expand access to the Cape Ann coastline.

As an extension of these activities, the NSTF this year chose to investigate strategies to promote "environmental or eco-tourism,"[3] tourism based on the active and passive recreational enjoyment of the area's natural resources. With the decline in traditional job categories such as manufacturing, the North Shore needs to develop new jobs and new revenue sources. Environmentally responsible promotion of natural resources is a logical course of action. This project seeks to develop strategies to achieve three related goals:

- to promote environmental tourism (ET);
- to create a subregional identity around the theme of environmental tourism; and
- to foster links among diverse but related environmental tourism resources, encouraging visitors to "surf" from one activity to another.

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[1] The NSTF communities are Beverly, Danvers, Essex, Gloucester, Hamilton, Ipswich, Manchester, Marblehead, Middleton, Peabody, Rockport, Salem, Swampscott, Topsfield, and Wenham.

[2] *The North Shore Trails Study* is available from MAPC.

[3] The term "eco-tourism" is sometimes used synonymously with "environmental tourism" as we are using it here: tourism based on enjoyment of natural and environmental resources. "Eco-tourism" has another connotation, reflecting concern for ecosystem balance, often on a global basis. This project is focusing mostly on the former, but within the context of the latter.

The NSTF is committed to protecting open space, clean air, clean water, and habitats for wildlife. Its environmental tourism goals are to be achieved within this context. The task force is acutely aware of potential conflict between preservation and economic development, recognizes that capturing the economic value of its natural assets depends on preserving them, and is committed to such a course of action. These sustainable development issues and the need for balance are summed up in the "Environmental Caution" in the inset section below.

This White Paper presents the project's results –

- background information on tourism – markets, demographics, lifestyles;
- some examples of strategies in other areas;
- information on the related activities of area organizations;
- a menu of strategies, with commentary; and
- a series of recommended actions.

The Appendix includes sample strategy materials, Focus Group highlights, a sample list of North Shore attractions, and a list of organizations.

An Environmental Caution:
Don't Kill the Plover that Lays the Golden Egg!

Attracting visitors to share and appreciate the region's natural bounty presents somewhat of a quandary, one faced by any group whose mission is to encourage visitation of our natural and environmental resources. The naturalist is attracted by the quality of the experience, the opportunity to "commune" with nature in a restive setting. He or she is not looking for a mall experience or a highly commercialized setting. For the naturalist, the experience may be spoiled by too many visitors and too much traffic, congestion, and noise (see "Rowley's Owl Crowd" in the Appendix). And the natural settings themselves may be disrupted or spoiled by too many people or insensitive behavior.

The North Shore is committed to taking a balanced approach to attracting environmental visitors. The task force can and should help promote balance by pursuing strategies to educate both the tourist and the tourism developer to the need to respect and protect the region's natural features. While seeking to expand environmental tourist-related business enterprise and capacity, the task force can also help educate both new and existing entrepreneurs about the need for preservation.

The quest for environmental tourists should be informed by this familiar theme: "Leave nothing but footprints; take nothing but photographs."

Part 2: Potential Visitors[4]: Who Are They & How Can We Attract Them?

This section highlights some key findings about the types of visitors who come to Massachusetts, the type who select vacation destinations rich in natural and outdoor recreation opportunities, some challenges the North Shore faces, and some implications for strategy development. The Appendix also includes the Mass. Audubon Society's *Selected Facts about Natural History Travel and Tourism*, which summarizes some additional interesting facts relevant to attracting environmental tourists.

Who visits Massachusetts?

- 75%-80% of Massachusetts visitors are domestic.
- Domestic visitors to Massachusetts come primarily from the nearby New England and mid-Atlantic states.
- Most Massachusetts visitors drive.
- Typically they drive
  - 3-4 hour maximum with children
  - 5 hour maximum without children
- Visitors to Massachusetts tend to be affluent, educated, and hold white-collar jobs.

International visitors are also a good market

- Both for overnight & day trips
- They get more vacation & stay longer.
- New England is very compact, and the North Shore (N.S.) may be able to capture visitors en route to northern N.E. or elsewhere

Why and when do domestic visitors come?

- Two-thirds of the trips to Massachusetts are for pleasure.
- Summer is the most popular season, and spring is second.
- Most trips to Massachusetts are short getaways
  - 37% are weekend trips
  - the average length of stay is 3.7 nights.
- The vast majority of travel to the state is repeat visitation.

Are there distinct "vacation mentalities?"

- Studies show that there are three prime target vacation mentalities:
  - "Sands & bands" (young, active, self-indulgent)
  - "Outdoor enthusiast" (family-oriented, loves the outdoors)
    - adults, 25-49 with children

[4] "Visitors," in the parlance of the tourism industry, are those who travel at least 100 miles one way or spend at least one night in paid accommodations. This definition is used in information from Mass. Office of Travel and Tourism (MOTT), the source of most data in this section. Note that by this definition a beach daytripper to Gloucester from Boston would not count as a visitor.

        - dual household income $50.000+
    - "Culture seeker" (wants intellectual stimulation)
        - adults, 45-64; empty nesters
        - household income $50.000+
- "Sands & bands" are most prevalent, and "outdoor enthusiasts" are close behind
- "Outdoor enthusiast" is the prime target for environmental tourism
- Culture seekers and outdoor enthusiasts have complementary interests

What are the characteristics of the "outdoor enthusiast?"

- Biggest market cluster is family groups.
- Family groups do most trip planning research.
- Women/mothers do most of the research.
- Destinations are competing not only for their money but for their time.
- They look for places:
  they can get to quickly;
  where there is a lot to do;
  where costs are low;
  where there is good value for the money; and
  from which they will come back revitalized.
- Strongest concentrations are in central and northern Connecticut and upstate New York
- Are most likely to have had previous experience with Massachusetts

What nearby areas compete for the outdoor enthusiast?

- Cape Cod
- Vermont

The North Shore as a visitor destination

- Essex County generates the 4th largest share of hotel tax revenues (after Suffolk, Middlesex, and Barnstable)
- Most visitors to the North Shore are on short trips with a short planning horizon

What about marketing to conventions?

- Inadequate facilities for big national conventions
- Most advertising done at trade shows for convention planners
- Most promising niches
    - associations (professional, fraternal, military, etc.)
    - corporate retreats
- No tourism promotion agency seems to have a budget for "niche marketing"

Challenges for the North Shore

- **No. Shore not neatly laid out.** It's an **"explorer's destination"** -- good for people who want to explore. **Most people don't travel that way.** Most want guidance, sense that they'll be taken care of. Families especially want to know ahead of time

that there are interesting things for all. Strategies should be developed to help visitors plan in advance.

- There is an imbalance in location of accommodations relative to visitor destinations. Although it is beyond the scope of this paper to identify all accommodations, the following chart, compiled from information in the 1996-7 *Massachusetts Getaway Guide*,[5] shows the imbalance:

Community	# rooms
Beverly	27
Danvers	1061
Essex	22
Gloucester	443
Ipswich	25
Manchester	9
Marblehead	75
Peabody	536
Rockport	443
Salem	223
Swampscott	28

Strategy Implications

- Strategies to attract the environmental tourist should:
  - Target the "outdoor enthusiast"
  - Target families, highlighting activities for all ages
  - Target the repeat visitor
  - Target areas within a 3-4 hour drive
  - Lengthen the stay of day-trippers
  - Entice one season's visitors back during other seasons
  - Guide visitors from one activity to the next
  - Provide advanced planning services.

[5] Reviewers commented on the incompleteness of an earlier list, taken from a different source. The list above is based on a more comprehensive source and includes bed & breakfasts.

Part 3: Strategies from Other States and Regions

In seeking to attract "outdoor enthusiasts" from a 3-4 hour radius, the North Shore is competing primarily with Vermont and the other northern New England states, with Cape Cod and the Islands, and with other parts of Massachusetts. This section describes some of the approaches and ideas they use to attract environmental tourists, as well as some ideas from elsewhere. Without exception, these examples all demonstrate a high degree of cooperation on a regional or statewide level as well as cooperation between public and private interests.

Vermont

Vermont is one of the first locations people associate with "environmental tourism." It immediately conjures up images of nature, health, and the outdoors. Skiing, mountain ranges, strict environmental protection laws, maple syrup, and Ben & Jerry's all reinforce each other. "Vermont Pure," the brand name of a bottled water, captures the spirit.

What does Vermont do to promote this image and capture the "outdoor enthusiast"? According to state officials, the private sector has spearheaded most marketing efforts, and the state itself is just beginning its own initiative.

The "Moosalamoo Partnership"

The "Moosalamoo Partnership" is a prime example of a private venture. Initiated about five years ago by the utility company and a hotel owner, the partnership brings together state and federal parks and facilities, tour operators, colleges, inns, and a range of other organizations with an interest in nature, the environment, recreation, and tourism (see next page).

The partnership has published an exemplary brochure to attract the "eco-tourist." Glossy and appealing, the brochure highlights nature, recreation, and those aspects of history that relate to natural resources. "Moosalamoo" is itself a Native American word,[6] and the tribe's relationship to nature is a regional selling point. The photographs show all seasons, including both skiing and canoeing for example, thus reflecting diverse interests and inviting each season's visitors to return for other season's activities. The verbiage is rich and suggestive, capturing the imagination with references to wild lowbush blueberries, the endangered peregrine falcon, red-spotted newts, the nation's oldest hiking trail, primitive campsites, artifacts, rugged cliffs, and quiet lakes. We are told that Robert Frost, the poet, "summered here for 40 years, finding inspiration and solitude." What better endorsement for a place to "relax and experience nature?"

[6] "Moosalamoo" is an Abenaki word possibly meaning "the moose departs" or "he trails the moose."

In addition to this brochure, the partnership promotes the region in other ways. It has developed a series of interpretive signs to explain various features in the region, and it publishes an annual calendar of summer adventure activities. The group meets quarterly, primarily as a marketing cooperative. It has also acted as a mediator, providing a forum to resolve conflicts between the lumber and trails interests.

Partnership members, the area chamber, and a consultant provide various staff functions. Financial support comes from partner contributions and grants from such groups as the Vermont Department of Travel and Tourism and the Univerity of Vermont's Environmental Studies Program.

MOOSALAMOO PARTNERSHIP
County and area chambers of commerce
Branbury State Park
Green Mountain National Forest
Catamount Trail Association (cross-country skiing)
Central Vermont Public Service Corporation
Private inns
Country Inns Along the Trail (hiking, biking, x-country ski trips)
Green Mountain Club (trail maps and guidebooks)
Private campgrounds
A summer camp
Middlebury College Snowbowl (ski facility)
Otter Creek Audubon
Rikert Ski Touring Center
Vermont Association of Snow Travelers
Vermont Ecology Tours
Vermont Institute of Natural Science
Vermont Ski Museum

Vermont Department of Travel and Tourism

The state of Vermont is just beginning to consider environmental tourism initiatives. The Department of Travel and Tourism has recently organized an Outdoor Task Force to assess existing efforts and recommend ways to relate them. The overall goal is to link existing materials. The group is expected to set up subcommittees to focus on ecotourism and active recreation.

New Hampshire and Maine

New Hampshire and Maine also have many natural resource attractions and market to the outdoor enthusiast. New Hampshire publishes different maps for each season, tailoring

their appeal differently to skiers, fall foliage fans, and summer beachgoers. Maine identifies itself as "Vacationland," promoting its recreational assets and its vast wilderness areas.

Cape Cod

This section presents highlights of a telephone interview with the Executive Director of the Cape Cod Chamber of Commerce.

The Chamber and its organizational partners

- The Cape Cod Chamber is the **Regional Tourist Council** for Cape Cod.
- It also works closely with the **Cape Cod Commission** (e.g., received a joint grant to do a computerized calendar of events)

The Cape promoted environmental tourism long before it was fashionable.

- Has many bikepaths
- Is working on walking trail to extend the length and breadth of the Cape
- Publicity highlights fragile environment, lists nature walks

What are the key marketing strategies?

- Three regional visitors centers, visited last year by 3 million people
- Lots of publicity: newspapers, magazines, TV
- Trade publications, trade shows

"Festival Cape Cod" links environment & economic vitality (see Appendix)

- First annual festival, October 1995
- Weekend-long event, venues from the Canal to Provincetown
- Activities stress nature, outdoors, health, and ecology
    - Sunrise breakfast on the beach
    - Ecology train
    - Marine life exhibits at Woods Hole
    - Night sky viewing through telescopes
    - An "owl prowl"
    - Fly-fishing demonstration
    - "Bounty of the Bay" seafood sampling & clambake
- Participants buy a button (a la First Night) to cover attendance & discounts
- Cooperative effort of Association for the Preservation of Cape Cod & Chamber
- October date designed to extend tourist season

How do you capture repeat visitors?

- 60-70% of visitors must be repeat visitors
- Hotel owners & other business write to their customers in the off-season to encourage return visits, tell them why to come back
- Has done a Heritage Discovery Network brochure with the Cape Cod Commission

Marketing to different audiences, different seasons

- 75% of summer business is families
- Most off-season weekend business is also families
- Off-season weekday visitors include many seniors, empty-nesters
- Families less price-conscious: "I earned it; I deserve it."
- Seniors more price-conscious, prefer package deals
- "Shoulder" seasons -- spring & fall -- offer greatest potential to increase visitors
- Cape is warmer & more attractive in fall; still cold & raw in spring
- Marketing to off-season seniors: stress no crowds, good hospitals
- No budget for niche marketing

Marketing to conference and business visitors

- Alternative to cities
- Stress outdoor activities, beaches, golf
- Conventions can pay more than seniors
- Off-season prices lower than cities

Computers as a marketing medium?

- Has a Web page; will have full Internet program soon
- Too soon to know what the impact will be
    - May increase demand for brochures, other print media
    - No info yet on whether computer marketing will reach different, more, or fewer people

Highlights from Other Locations

Martha's Vineyard publishes a "Farm Trails Guide." The fold-out brochure includes a map, a product guide showing where over 50 different products are grown, and a "piggybank note" ("in hogs we trust") entitling the bearer to a discount on purchases from participating farms. The guide lists farm activities include pony rides, hay rides, weddings, farm tours, and golf. It was produced with help from a student intern, University of Massachusetts Cooperative Extension, the Conservation District, the Martha's Vineyard Commission, the Agricultural Society, and with funding from the Massachusetts Department of Food and Agriculture.

Southeastern Massachusetts markets itself as "Cranberry Country." The Plymouth County Development Council, in cooperation with Ocean Spray Cranberries, Inc. and others, has developed a Cranberry Country Heritage Trail. One of the partners in this effort, the Bristol County Convention and Visitors, has also published four "county unifier" brochures, a series of thematic publications listing and mapping related activities. The "Nature" brochure features wineries, bird watching, herring runs, and whale watches; the "Outdoor Recreation" brochure lists campgrounds, beaches, boating, and fishing. The publications were funded by the Massachusetts Office of Travel and Tourism.

The Berkshires are captured in a "Guide to Gardens & Natural Places," a full-color brochure depicting plush gardens, hiking trails and sanctuaries, and state parks and reservations.

Boulder, Colorado, the "little town nestled between the mountains and reality," includes in its promotional packet a brochure advertising a "Tour of Tea" at Celestial Seasonings, a company that strives to "bring truth, beauty and goodness to grocery shelves."

Part 4
Key Organizations & Potential Partners: Who They Are and What They Do

Many groups at the state or regional level are active in some facet of environmental tourism. This section presents brief descriptions of some of the key organizations whose activities focus on promotion of regional tourism, economic development, the environment, and nature.

A more comprehensive, although still not all-inclusive, list appears in the Appendix. Other organizations could be added in the future. Valuable additions might include more water-related groups, private whale-watch and fishing boat companies, and the hospitality industry. The North Shore Task Force anticipates coordinating with many organizations to further our shared goals.

The Massachusetts Office of Travel and Tourism (MOTT)
100 Cambridge St.
Boston, MA 02202
(617) 727-3201

The Massachusetts Office of Travel and Tourism (MOTT) manages a year-round advertising and marketing program to increase travel to the state from domestic and foreign markets. MOTT also provides marketing support and technical assistance to Massachusetts' travel businesses and tourism marketing organizations. Its publications include the *Massachusetts Getaway Guide* and the *Massachusetts Destination Planner*.

The agency coordinates its activities with thirteen regional tourist councils, which are independent, membership-based organizations supported in part by matching grants funded by the state occupancy tax. The council serving the NSTF communities is the North of Boston Convention and Visitors Bureau (CVB), described later in this section.

The Department of Environmental Management (DEM)
100 Cambridge St.
Boston, MA 02202
(617) 727-3180

DEM is a division of the state's Executive Office of Environmental Affairs (EOEA). It connects people, parks, and protection through an extensive program of environmental education, technical assistance, forest and park stewardship, sustainable recreation, and greenways promotion and protection. Through its Division of Forests and Parks, DEM manages over 280,000 acres of public land statewide. Within the NSTF communities, DEM manages Bradley Palmer State Park in Topsfield, Halibut Point State Park in Rockport, and Sandy Point State Reservation and Willowdale State Forest in Ipswich.

The Massachusetts Division of Fisheries and Wildlife (DFW)
Central Office: (617) 727-3151
Northeast District: (508) 263-4347

DFW is responsible for the protection and management of all inland fish, wildlife, and plants in the Commonwealth. It has an active land acquisition program, issues licenses for fishing, hunting, and trapping, and stocks fish and game birds to bolster sporting opportunities. Revenues for land acquisition come from license fees.

Massachusetts Office of Business Development (MOBD)
1 Ashburton Pl.
Boston, MA 02108
(617) 727-3206
Northeastern Office: (508) 970-1193

MOBD was formed in 1987 to "promote development and to expand all sectors of the economy by capitalizing on the technical,.industrial, manufacturing, educational, cultural, and geographic advantages of the Commonwealth." It assists businesses in creating and retaining permanent jobs by helping them acquire financing, obtain permits, and find sites. MOBD has helped create jobs in the tourism industry by assisting the National Music Center in Lenox, Odyssey Cruises, and Boston Duck Tours. The agency operates five regional offices in Massachusetts, serving the North Shore through its Northeastern Office in Lowell.

Essex Heritage Commission
6 Central Street
Salem, MA 01970
Contact: Dianna Hazelton, (508) 741-8100

Essex Heritage is working to achieve legislative designation as the Essex Heritage District based on nationally significant resources, foster regional tourism sensitive to the area's unique resources, and plan actions to link and preserve historic, cultural, and natural resources. The group has developed three "trails," Industrial, Early Settlement, and Maritime, and is now developing uniform signage. Its jurisdiction is Essex County. Promotion is mostly through other groups (see below). The **Salem Partnership,** a public-private business coalition dedicated to promoting economic revitalization and cultural development, helped spawn the effort and is the umbrella organization.

Cetacean Research Unit (CRU)
P.O. Box 159
Gloucester, MA 01930
Contact: Mason Weinrich, (508) 281-6351

CRU is involved in whale research and education and provides naturalists for several whale watch companies and research vessels.

National Park Service
New Liberty and Essex Sts.
Salem, MA
Contact: Steven Kesselman, (508) 740-1650

The National Park Service works closely with Essex Heritage, promoting the trails and running the Regional Visitor Center in Salem and the following eight Satellite Visitor Centers:

Custom House Maritime Museum
25 Water St., Newburyport

Gloucester Visitor Welcoming Center/Stage Fort Park
Rts. 133 and 127, Gloucester

Haverhill Historical Society & Buttonwoods Museum
240 Water St., Haverhill

Ipswich Visitor Center/Hall Haskell House
32 South Main St., Ipswich

Lawrence Heritage State Park
One Jackson St., Lawrence

Lynn Heritage State Park
Union and Washington Sts., Lynn

George Peabody House Civic Center
205 Washington St., Peabody

Saugus Iron Works National Historic Site
244 Central St., Saugus

North of Boston Convention and Visitors Bureau (CVB)
P.O. Box 642
Beverly, MA 01915
Contact: Michelle Meehan, (508) 921-4990

As noted, the North of Boston CVB is one of thirteen regional centers of MOTT. Its purpose is to promote the region as a designation for individual tourists, group tours, and conventions. Toward that end, CVB has undertaken a major campaign to promote the term "North of Boston" as the regional identifier. CVB's territory includes all of Essex County (north to the New Hampshire border), the Merrimack Valley, and some of Middlesex County. It is membership based; businesses pay dues to belong and fees to be listed or to advertise. CVB offers matching mini-grants to private groups.

Essex County Greenbelt Association
82 Eastern Avenue
Essex, MA 01929
Contact: Edward O. Becker, (508) 768-7241

Essex County Greenbelt is a member-supported non-profit whose purpose is to preserve the open space heritage of Essex County by acting as a land trust and to help local communities and landowners safeguard ecosystems, foster agriculture, and protect scenic vistas and special natural resources. Its main goal is to create a network of "greenbelts" consisting of river, trail, and other natural corridors, coastal systems, and visually intact landscapes.

As an advocate for open space protection, Essex County Greenbelt is increasingly making the argument that the future economic vitality of the region is a reason to protect the environment -- that open space strengthens the tourist industry, is a good investment, and is important to the economic future of the region. The association has recently published a brochure entitled *Open Space in Essex County: Undertanding the Fiscal and Economic Benefits to Your Community.*

Mass. Audubon Society / North Shore
346 Grapevine Rd.
Wenham, MA 01984
Contact: Kathy Leahy, (508) 927-1122

Mass. Audubon is a private organization dedicated to promoting the biological conservation of Massachusetts' natural resources. Its North Shore office focuses on issues such as coastal water quality, protection of coastal habitats, conservation, watershed and drinking water supply protection, land use planning, fisheries conservation, and open space protection.

Trustees of Reservations
Argilla Rd.
Ipswich, MA 01938
Contact: Wayne Minton, (508) 356-4351

Trustees of Reservations is one of the oldest land conservation organizations. It protects land and natural resources and manages many of its properties for passive recreation, nature walks, and similar activities.

Part 5:
Environmental Tourism Opportunities

Strategies

This section presents a menu of strategies the North Shore may consider to promote environmental tourism. The ideas could be implemented by the North Shore Task Force, by existing organizations such as Essex Heritage or the North of Boston CVB, by some combination of groups, or by a new organization or coalition.

The question of who implements and how existing groups coordinate is key. The NSTF supports existing activities and organizations described elsewhere in this document, does not want to duplicate efforts, and is not prepared to devote substantial on-going resources to this activity. These ideas are presented as a "shopping list," potential tools for all interested parties. They are the starting point for more fine-tuned recommendations.

Strategies to Create Regional Linkages

- Develop and promote an Environmental Tourism "Trail," similar to the three Essex National Heritage Area trails (Industrial, Maritime, Early Settlement trails). The trail could use as its starting point last year's *North Shore Trails Study* and map, incorporate the Sea Path information, add some of the resources identified in the Appendix to this report, and supplement with additional information. The geographic coverage could be either the NSTF communities or Essex County.

- Adopt a regional name. Other areas (e.g., "Cape Cod & the Islands") have a clear geographic identity. The North of Boston CVB promotes the term "North of Boston" as the regional identifier. "North Shore," a more common term, is fuzzy, defined differently in different contexts. There is overlap and relationship to Essex County and to Newburyport/Plum Island, a birding mecca, but Newburyport is not in the MAPC/NSTF region.

- Develop visual links to support the environmental tourism -- uniform signage, a logo, a color scheme. Businesses could pay a fee to display the enviro-friendly symbol.

Strategies to Market the Region

- Create "unifier" marketing materials advertising and linking environmental tourism resources.

    - A brochure
    - A subregional enviro-tourism map

- One or more bookmark style "trip-tiks"[7] available at each attraction, at visitors' centers, etc.
- A regional Calendar of Enviro-Tourism Events
- Ads, articles, editorials in targeted trade publications (e.g., Yankee Magazine, Audubon publications, etc.)
- A "trip-tik" available through AAA
- A video (cooperative effort of students & local cable)
- A subregional Web page

Strategies to Create or Participate in Regional Events

- Sponsor or promote a "Festival North Shore" modeled after the "Festival Cape Cod," a weekend-long event with jointly advertised activities stressing nature, the outdoors, health, and ecology, routing environmental visitors throughout the region (see Part 3 for details). Existing Earth Day festivities could be a starting point, linking all North Shore communities around environmental themes and impelling visitors from one destination to another.

- Seek ways to incorporate environmental tourism concepts into events run by others. For example, highlight the environment at travel writers' conferences or participate in events for professionals (e.g., writers, photographers, other specialty groups).

Strategies to Encourage Regional Cooperation

- Encourage appropriate organizations and/or enviro-businesses to work together to develop cooperative ventures (e.g., discount or coupon books; package deals, package tours, "trip-tiks" guiding visitors from one place to another)

- Recommend reduced rates for children and families

- Solicit convention and conference business and corporate retreats from companies or associations geared toward the nature, health, the outdoors, and the environment (e.g., Audubon Society, Sierra Club, health care industry, camping & outdoor gear companies, walking shoe companies, bicycle manufacturers, etc.).

- Convene environmental, economic development, and tourism groups on a regular basis

[7] A "trip-tik" is basically a suggested itinerary, a sequenced list of attractions to guide a visitor with specific interests from one activity to the next. It can take the form of a simple, pre-set list or a more detailed packet of information tailored to particular visitors.

RECOMMENDATIONS

To review these strategies and generate new ones, the NSTF held a focus group, inviting a range of associations dealing with tourism, nature, economic development, and the environment (see Appendix for meeting highlights, attendance, and list of invitees). Participants provided many helpful ideas, suggesting opportunities to coordinate and partner with existing groups and their initiatives, and identifying potential gaps where the NSTF could lead or facilitate new and complementary activities.

With these comments in mind, the NSTF is focusing on the following activities where it can play a useful role, in partnership with others, in coordinating or facilitating important components of an overall regional environmental tourism strategy.

- Create a subcommittee to further environmental tourism activities. The subcommittee could be limited to NSTF members or could include representatives of other key organizations. At a minimum, the subcommittee would ensure that the subject is on NSTF's agenda at least 2-3 times a year.

- Include an Implementation Phase in next year's NSTF work program: analyze alternatives and determine where to go from here (next steps, who does what, etc.).

- Organize at least one follow-up to the Focus Group. The suggested model would be a conference/working session with Focus Group participants and others to discuss how to implement the project's recommendations. A GIS person from MAPC should attend to make a presentation and/or address questions on GIS capacity and services.

- Facilitate or organize "cross-training" among communities
  - A "trade show" where communities could educate each other about their ET resources;
  - A series of guided bus tours, where each community's representatives guide a tour of their resources;
  - Seminars or workshops on subjects such as guest relations

- Facilitate coordination of a "Festival North Shore," a weekend-long event linking ET activities in all communities, perhaps starting with existing Earth Days as the jumping off point

- Facilitate regular (biannual or quarterly) meetings to bring together tourism, environmental, and economic development interests, along with the NSTF communities

(continued >>>)

Recommendations (continued)

- Prepare informational materials to help people plan ahead
  - A comprehensive environmental tourism brochure
  - A regional ET map, starting with existing trails map (question of $ for preparation and duplication is key; see below)
  - A GIS database with search capability so people can plan itineraries. develop their own "trip-tiks," get directions, etc.
  - Complete list of ET resources (see Appendix for starter sample)
  - List of players (see Appendix)

- Seek grants from public agencies or foundations to support any or all of the above
-
- Seek sponsorship from private interests (e.g., hospitality industry, bicycle manufacturers, whale watch companies, chambers)

INFORMATION SOURCES

Michael Fucci, Cape Cod Chamber of Commerce

Dianna Hazelton, Essex Heritage

Jonathan Hyde, Mass. Office of Travel and Tourism

Christopher Leahy, Director, Center for Biological Conservation, Mass. Audubon Society

Mass. Office of Travel & Tourism (MOTT), *A Marketing Overview*, 1994.

MOTT, *Analysis of Travel Planning and Key Motivators of Getaway Destination Selection*, 1995.

MOTT, *Consumer Attitude Research Study*, 1993.

MOTT, *Destination Planner*, 1992.

MOTT, *Profile of U.S. Travelers to Massachusetts*, 1994.

Bobbie Maynes -- Vermont Department of Travel and Tourism

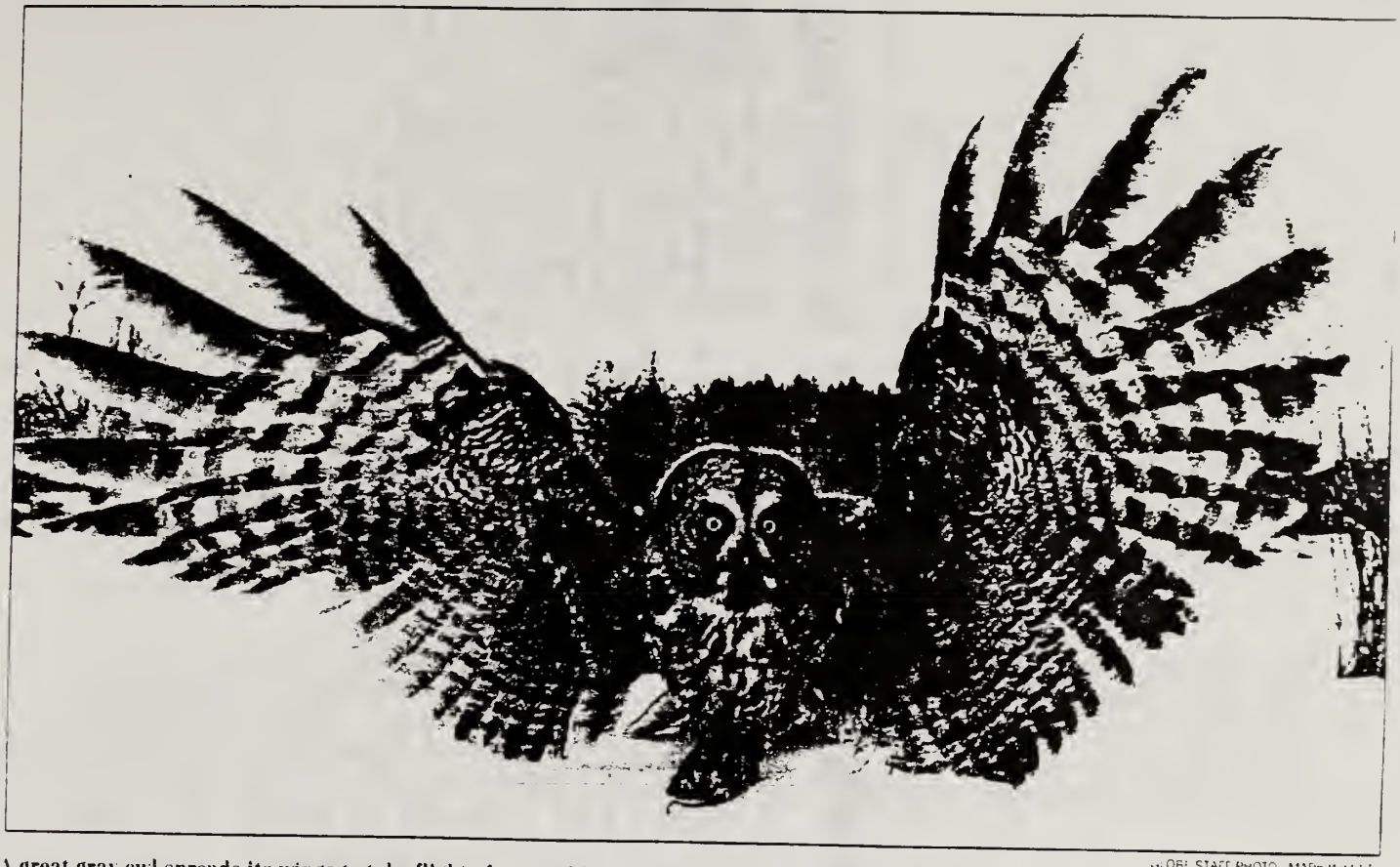
Michelle Meehan, North of Boston Convention and Visitors Bureau

Mary Jeanne Packer, Ghostwriters Communications, Poultney, VT, (802) 287-4284. [Consultant to the Moosalamoo Partnership.]

Kara DiFruscia Viola, Mass. Office of Travel and Tourism

APPENDIX

1. Boston *Globe*, "Rowley's Owl Crowd," March 18, 1996.
2. Mass. Audubon Society, *Selected Facts About Natural History Travel and Tourism*
3. Cape Cod news clips and events schedule
4. Focus Group highlights
5. Sample list of North Shore attractions
6. List of Organizations



A great gray owl spreads its wings to take flight after catching a mouse in a snow-covered field in Rowley.

GLOBE STAFF PHOTO / MARK WILSON

Rowley's owl crowd

Birders gather in the town again yesterday in hopes of a sighting.

GLOBE STAFF PHOTO / PAM BERRY

Spectacular 6-week visit starting to wear on some

By Brian MacQuarrie
GLOBE STAFF

ROWLEY – The reigning celebrity of this bucolic town north of Boston stands 2½ feet tall, is drop-dead gorgeous and has an exhausting night life that doesn't end till dawn.

The star is a great gray owl, a magnificent bird so rare in Massachusetts that thousands of nature lovers have been flocking to a field-side knoll for six weeks now, in hopes of catching a glimpse.

And catch one they do. The lone owl usually perches at sunrise and sunset on a center-stage tree limb along Hillside Street, where birders from as far away as Texas watch the largest North American owl swoop majestically over their twisting heads.

The tone is reverential, almost awestruck, among admirers who know they might never have this chance again.

But Henry Nigro, who has had plenty of chances to gaze at the sky traveler from his living-room window, wishes the birders would go away.

OWL, Page 7

A spectacular owl crowds Rowley; some find it wearing

■ OWL
Continued from Page 1

"There used to be five to 10 cars a day on this street, but now there's a traffic jam," Nigro said yesterday. "If I want a traffic jam, I can move to Somerville and not see every geek who wants to watch a bird."

Nigro vented about "old ladies who turn around in my driveway all day," and lamented that the birders in front of him and the new housing behind him are "chasing off the wildlife."

"I have no privacy anymore," he said, sighing. "They park in front of my house and idle all the time. Really, I'm thinking of selling."

Nigro's next-door neighbor, Jim Gallagher, said the owl has been the butt of more than a few dark jokes. "Someone said it'd look better on a mantel," Gallagher recalled.

Such a thought, even humorous, is sacrilege to the birders who have driven through good weather and bad to set up their telescopes or pull out binoculars to spot the great gray owl.

"It was just breathtaking to see him," said Heather Gordon, who lives in Lunenburg and saw the owl yesterday as soon as she and her boyfriend parked the car.

"To see him just swoop off the branch and fly over our heads, well, we were both kind of in awe," Gordon said. "You usually don't get that good of a look at a bird for that long of a time."

'I have no privacy anymore. They park in front of my house and idle all the time. Really, I'm thinking of selling.'

HENRY NIGRO
Resident

The great gray, which breeds in northwestern Canada and Alaska, has not been sighted in Massachusetts since the mid 1980s, said veteran birder Steve Grinley of Newburyport. Grinley has seen the Rowley owl more than a dozen times since he began leading outings from his Bird Watcher's Supply & Gift store.

Yesterday, he stood in the forefront of another group, scanning a stand of pine trees about 200 yards away for any of the owl's distinctive markings: 5 foot wingspan, vivid body stripes, round yellow eyes ringed by concentric circles, black chin spot and 12 inch tail.

"Some people have flown in especially for the bird," Grinley said, including some who "measure a bird by how much they spend to see it."

Grinley advises his birders not to approach the great gray, but the paparazzi and the merely curious have taken advantage of the owl's tame nature.

"He's taken a lot of abuse," Grinley said. "The photographers have been the main problem. They've been throwing mice at it."

Another veteran birder, Jay Frontierro of Essex, also scolded photographers, who he said will run through the field to get close to the bird.

"It disrupts the owl's natural behavior," said Frontierro, who speculated that this bird has ventured south in search of food that might be scarce this winter in Canada.

"This may be a so called 'invasion year,'" Frontierro said. "For various reasons, every 10 to 15 years the great gray population comes southward and then returns north with the warmer weather."

The recent hints of spring may mean that this owl has only a few more days to grace its temporary home. And when the bird heads back north, its admirers will disappear from Hillside Street.

The owl's departure is not a pleasant prospect for Gallagher, even though he lives within shouting distance of the birders' favorite viewing ground.

"He's sat in one of my trees many times," Gallagher said, pointing to a branch 20 yards from his door. "My three kids loved him."

And it's not eagerly awaited by Jack Cook, the third-generation owner of a package store where many birders have asked for directions. (Not that their visits helped his alcohol business. "I sold some soda once, I think," Cook recalled.)

"This bird is amazing, isn't it?" Cook said. "I'm glad it landed in Rowley and not in Lynnfield."

And the great gray owl will not hear good riddance even from Nigro, the homeowner at ground zero of this six-week phenomenon.

"I don't want the bird to leave," Nigro said, eyeing 10 parked cars with undisguised disdain. "It's the birders I want to leave."

Massachusetts Audubon Society

Center for Biological Conservation
208 South Great Road
Lincoln, Massachusetts 01773
(617) 259-9500

Selected Facts About Natural History Travel and Tourism

o "Eco-tourism" is now a global mega-industry involving tens of thousands of travellers and billions of dollars annually.

o While there is much good in this still growing trend, there is increasing evidence that it is having detrimental impacts on ecosystems and local cultures in many places worldwide, and may not be paying its fair share in conserving the resources it supports and supporting the native populations of popular destinations (See Newsweek, week of January 29, 1996)

o American birdwatchers now number about 65 million

o While birders are the largest special interest "nature tourists", thousands of butterfly, wildflower and amphibian and reptile aficionados also travel widely in pursuit of their interests.

o Birders and other natural history-oriented tourists spend billions of dollars a year on: optical equipment, rental cars, hotel rooms, restaurants, outdoor clothing, guides and other books, and tours ranging from half day whalewatches to three week cruises to Antarctica.

o The second annual (1995) Birding Festival in Harlingen Texas attracted 1,800 people and generated an estimated $1.6 million for the local economy.

o WildBird magazine one of several national periodicals devoted to birding has a circulation of 180,000.

o The Parker River National Wildlife Refuge (Plum Island) with access through Newburyport welcomes over 250,000 visitors a year and turns away many more.

o The average birder tends to be well-educated with higher than average disposable income. A motel owner in a birding hot spot says: "They're great people to have around. They're very quiet, very neat and very clean".

Printed on Recycled Paper

o Natural History tourists are likely to stay overnight or for several nights in areas that offer a variety of Natural attractions.

o A naturalist's day is likely to start at or before dawn (Birders gravitate to restaurants serving early breakfast), and may last until after dark.

o Birder/non-birder couples are common. "The birder is probably not much of a shopper but the non-birder is often in town spending money while the spouse is off birding". (an eco-tourism specialist)

o Birders and other naturalists are very locality oriented. Do you know how to give directions to the local hot spots.

o There are state, national and international birding hotlines telling birders where to find rarities. Massachusetts Audubon operates two such lines in Massachusetts.

CAPE COD TIMES EDITORIAL
PG A8 TUES. OCT 17

Celebrating the obvious

■ Environmentalists and the business sector produce a festival.

IT'S HEARTENING when presumed – perhaps, more accurately, stereotyped – foes turn out to be natural cooperators. The support given by some key members of the Cape's economic community to a festival promoted by the environmentalist Association for the Preservation of Cape Cod is a case in point.

The first edition of Festival Cape Cod, which begins Friday and ends Sunday, has attracted a surprising level of backing from close to 50 businesses in 13 of the Cape's 15 towns, particularly from firms involved in environmentally related pursuits such as whale watching and outdoor sports. What the organizers did not anticipate was the number of firms that would show an interest in partaking.

But the fact of such a symbiotic relationship, while obvious here, has been dangerously blurred in the corrosive national debate about the government's ability to intervene to protect the environment, and the thrust of this Congress to weaken such cornerstone legislation as the Clean Air and Clean Water Acts. "Deregulation" has become a euphemism for dismantling.

APCC and the business community are to be congratulated, not only for the idea but for the explicit statement that the health of the Cape's environment and the health of its commerce line are in fact inseparable. If the former suffers, so will the latter. As noted, this week's is the first of what is to be a series of consciously enviro-/commercial festivals. Early indicators suggest next year's will be larger. And, possibly, on and on.

Also possibly, the Cape's cooperative festival could produce seeds worthy of transplanting elsewhere.

TUES. OCT 17 CAPE CODDER

Festival Unites Ecology and Economy

By Scott Dalton

In an effort to heighten environmental awareness and stretch the tourist season a little deeper into the fall, the Association for the Preservation of Cape Cod has joined forces with the Cape Cod Chamber of Commerce to sponsor Festival Cape Cod. The three-day event, which begins Friday, will link the entire peninsula.

Susan Nickerson, APCC's executive director, said the all-Cape festival will include more than 45 local businesses and 75 events.

"The main idea is to have a celebration of the Cape's natural and business resources," she said. "It's designed to let us enjoy what's here and bring a sense of community between environment and some of the area businesses."

Using the popular First Night celebration as a pattern, organizers began planning Festival Cape Cod a year ago. Participants must purchase a $5 admissions button that will serve as their ticket into all events. Wearers will receive a discount or free gift at participating businesses. Children under 17 will be admitted to all events free of charge.

Michael Frucci, executive director of the Cape Cod Chamber of Commerce, said the combined efforts of the chamber and the APCC will yield several strong crops.

"This is a good way to bring the economic and ecological efforts together," he said. "First of all, it is a quiet time of the year to create some new business and in so doing, educate and enlighten people about the ecology of Cape Cod."

Ms. Nickerson said the combination of business, environmental, historical and cultural resources will generate strong interest both on and off Cape.

"We've been overwhelmed with the positive response we've gotten," she said. "We're hoping that this year will be a foundation for an annual event in subsequent years...it is an attraction to help stretch out the economic season on the Cape."

Although many visitors leave after Columbus Day, Mr. Frucci said, the Cape remains a busy place.

"Chatham was very busy, as was Harwich," he said of the weekend's activity. "This is a Monday morning in the middle of October."

Festival Coordinator Barbara Hill, who is also APCC [illegible]

full spectrum of events that includes something for everyone.

"Most of the events are not designed to draw tens of thousands of people," she said. "Many are designed to attract 20 to 25 people."

On Friday evening, the Cape Cod Astronomical Society will help participants reach for the stars with a viewing of the night sky at the Drummer Boy property on Route 6A in Brewster. For those favoring the deep blue sea rather than the wild blue yonder, the Woods Hole Aquarium will feature afternoons with the fishes all weekend. Bike rides and nature walks will dominate the attention of land lovers from the canal to the tip of the Cape.

Saturday's oceanographic events include a canoe tour of Pleasant Bay in Orleans, a tidal flat expedition in Wellfleet and a fly casting demonstration at Harwich Commons in East Harwich. A wetland and wildlife exhibit will be featured at the department of natural resources in Falmouth.

Ms. Hill said there will be many events for children as well, including story hours at many local libraries. A Friday evening teddy bear sing along with Carol Chichetto will begin at 6 p.m. at Brewster's First Parish church. The Small Company will sponsor music and games for families on Sunday from 2 to 3 p.m. at the Boyden Conservation Area in Sandwich.

Throughout the weekend, Cape Cod Scenic Railroad will sponsor an environmental train, with a $3 discount off the regular ticket price. An ecologist will travel with passengers and the train will make several stops.

The festival will culminate on Sunday with a triple band concert beginning at 2 p.m. at the Village Green in Hyannis. Reggae band Magic of Steel, folk artist Carol Chichetto and Gospel Lights will perform.

"The response has been tremendous," Ms. Hill said. "Selling it to people and businesses was challenging because it was the first year, but (in the end), we actually had more response than we could actually have participating in the festival...we're already thinking of 1996."

Festival buttons and guides are available at the APCC office on Route 6A in Orleans and at the Cape Cod Chamber of Commerce office in Hyannis as well as participating businesses. For more information, please call the APCC at 1-800-[illegible]

CAPE COD TIMES

CAPE WEEK OCT. 13

Festival Cape Cod events

Festival Cape Cod, a weekend of environmentally oriented events, will be celebrated Oct. 20-22.

Admission to events is available by purchasing a Festival Cape Cod Button for $5; children 17 and under will get a free festival sticker. Button holders may attend all events and receive a discount or free gift at participating businesses across the Cape.

Festival buttons are on sale at Puritan Clothing stores, Cape Cod Chamber of Commerce or at the APCC by calling (800) 765-2722 or 255-4142.

The following is a schedule of events, some of which require preregistration or additional fees:

20
FRIDAY

Upper Cape

Freeh and glassblowing by mester craftsman, 9:30 a.m.-4:30 p.m., Pairpoint Crystal, Route 6A, Sagamore.

"An Afternoon with the Fishes: Marine Life on Cape Cod Waters," by Dr. Jack Pearce and David Radosh, 10 a.m.-4 p.m., Woods Hole Aquarium, end of Water Street, Falmouth.

Nature walk and bird watching on Scorton Creek, 10 a.m.-dusk, off Route 6A, East Sandwich.

Mid-Cape

Opening reception for art exhibit by Meg Herrington, 7-9 p.m., Guyer Barn Gallery, 250 South St., Hyannis.

"Cinemagic: Art of the Movias," noon-4 p.m., Higgins Art Gallery, Tilden Arts Center, Cape Cod Community College, Route 132, West Barnstable.

Whale Watcher cruise, 11:45 p.m. (3-4 hours), Barnstable Harbor. Free for first five people with Festival Cape Cod button. 362-6088.

"Ecology Train," 10 a.m.-12:30 p.m., Cape Cod Railroad, Main Street, Hyannis. $3 discount for button holders. 771-3788.

Open galleries: Cape Museum of Fine Arts, 10 a.m.-5 p.m., grounds of Cape Playhouse, Route 6A, Dennis Village.

Lower Cape

Bird walk with neturalist Richerd Hall, 9-11 a.m., Fort Hill, off Route 6, Eastham (meet in lower parking lot). Bring binoculars.

View the night sky through large telescopes, sunset-10 p.m., Old Drummer Boy Museum, Route 6A, Brewster. Sponsor: Cape Cod Astronomy Club. Rain date Oct. 21.

Teddy bear sing-along with Carol Chichetto, 6-7:30 p.m., First Parish Church, Route 6A, Brewster.

Lab tour, slides, short lecture on seafloor sediments and their use in studying the climate of the past, 4-6 p.m., Woods Hole Oceanographic Institute, 86 Water St. Limited to 20. 457-2000, ext. 2592.

Quahog seed planting, 3:30-6 p.m., boat leaves from River Road Landing, end of River Road, East Orleans. Limited to 15. Sponsor: Cape Cod Conservation District. 362-6327. Rain date Oct. 21

Antique shop tour in Brewster, Chatham and Dennis, 10 a.m.-1 p.m., meet at Wayne's Antiques, Main Street, Chatham. Limited to 20. 432-8163.

21
SATURDAY

Upper Cape

Easy-to-moderate bike ride of scenic North Falmouth by Mad About Cycling, 9-11 a.m., meeting at North Falmouth Elementary School, Main Street. Helmets required. 289-3461.

Talk, "Do you have Toxins in your Trash?" by Marilyn Lopes, 10 a.m.-noon, Bourne Public Library, Sandwich Road.

Open house, 10 a.m.-4 p.m., Collections Unlimited, Route 6A, East Sandwich. Rain oate Oct. 22.

Wetland and wildlife exhibit, 10 a.m.-2 p.m., Department of Natural Resources, at pump station, off Palmer Avenue, Falmouth.

Quashnet Town Cranberry Bog conservation menegement, 10 a.m.-noon, at end of Quashnet Road, Mashpee. Registration: 362-6327.

"Love the Eerth" storytime, 10:30-11 a.m., Falmouth Public Library, 123 Kathanne Lee Bates Road.

"An Afternoon with tha Fishas: Marine Life in Cape Cod Waters," by Dr. Jack Pearce and Devid Radosh, 11 a.m.-4 p.m., Woods Hole Aquarium, end of Water Street, Falmouth.

Guided walk with Keith Smith, 1-3 p.m., meet at Beebe Woods parking lot, Ter Heun Drive, Falmouth. Rain date Oct. 22. Sponsor: Sierra Club.

Watercolor demonstretion by Brawster artist Karen North-Wells, 1-2 p.m., Collections Unlimited, Route 6A, East Sandwich.

Selt marsh end barrier beach walk with Alison Robb of Nature's Circle, 2-4 p.m., meeting at Locust Street bike path parking area, Falmouth. Limit 20 participants. Registration: 540-2408.

Slide talk on "Wildflowers of Cape Cod," by Mery Hunt, 3-4 p.m., Falmouth Public Library, 123 Kathanne Lee Bates Road.

Saltwater fly fishing demonstration, 3 p.m.-dusk, Bourne Pond bndge, Menaunant Road, East Falmouth.

Owl prowl with Renae King Fudale, 7-9 p.m., Johns Pond Park, end of Back Road, Mashpee.

Mid-Cape

One-mile walk exploring Sendy Neck Beach in West Bernstable, Sandy Neck Beach, Sandy Neck Beach Road, off Route 6A, West Barnstable. Rain date Oct. 22.

Tryouts of canoes end keyeks, 10 a.m.-2 p.m., Aselton Perk, South Street, Hyannis.

Ecology Train ride, 10 a.m., Cape Cod Rail Road, Main Street, Hyannis. 771-3788. $3 discount for button wearers.

"Beach end Dune Dynemics," noon-3 p.m., Chapin Dunes parking lot on Cape Cod Bay, off Route 6A, Dennis.

Peace camp for children, with games, songs and crafts about the environment, 1-4 p.m., Mattacheese Middle School, Higgins Crowell Road, W. Yarmouth. Limited to 25 participants. Sponsor: Women's International League for Peace and Freedom.

Children's animal storytime, 2-3 p.m., Hyannis Public Library, 401 Main St. Limited to 25 participants.

Program of song end meditation expressing reverance for life, 4-5 p.m., Unitarian Church, Route 6A, Barnstable. Sponsor: church's Woman Spirit Group.

Lower Cape

Sunrise breakfast, 6:30 a.m., South Path, Nauset Beach, East Orleans. Bring your own picnic.

Nature walk on Pew Wah Point Trail, 9-10:30 e.m., Namequoit Road, off Route 28, South Orleans.

All-day fly casting demonstrations, beginning 10 a.m., Harwich Commons, East Harwich.

Canoe tour of upper Plaesant bay astuary, 10 a.m.-1 p.m., Barley Neck Town Landing, East Orleans.

Historic Main Street walk with Bonnie Snow, 10 a.m.-noon, Orleans Historcal Society, Main Street, East Orleans.

Guided walk along Bekers Pond with Dick Houghton, 10-11 a.m., Bakers Pond Road, off Route 6A, Orleans-Brewster line. 255-2776.

Storytima, 11 a.m.-noon, Snow Library, Main Street, Orleans.

Art exhibit and booksigning by Peter Trull, noon-5 p.m., Bang's Street Gallery, Provincetown.

Easthem Forum talk on how to start end maintain community flower islehds and how to sponsor a baech cleanup, 1-1:30 p.m., First Encounter Beech, end of Samoset Road, Eastham.

Fly fishing telk with slides by Tony Stetzko, 1 p.m., Chapel in the Pines Samoset Road, Eastham

Illustrated talk, "Chatham's Shifting Shoreline," by Barbara Waters and Tim Wood, 2-3:30 p.m., Chatham Public Library, Main Street.

Sunset walk with Bob Prescott, 4-6 p.m., Wellfleet Bay Wildlife Sanctuary, Route 6, Wellfleet. 349-2615.

22
SUNDAY

Upper Cape

Nature walk, 10 a.m.-dusk, Scorton Creek, off 6A, East Sandwich.

Walk et Quashnet River, 10 a.m.-noon, Martin Road, off Route 28, Waquoit. Wear boots. 25 particioants

"An Afternoon with the Fishes: Marine Life in Cape Cod Waters," by Dr. Jack Pearce and David Radosh, noon-4 p.m., Woods Hole Aquarium, end of Water Street, Falmouth.

"A Bird Ride Through Geologic Time," with Jeff Howe, noon-2 p.m., Shining Sea Bike Path, Woods Hole Road, Falmouth. 15 participants. Registration: 457-4458.

Guided canoe trip of Mashpee/Wakeby Pond, 1-2:30 p.m., meeting at Ryder Conservation, South Sandwich Road, Sendwich. 10 participants. 564-4051.

Music and games for the family, 2-3 p.m., Boyden Conservation Area, Cotuit Road, Sandwich.

Seefood sempling of treditional clam bake, 2-5 p.m., Waquoit Bay National Estuarine Research Reserve, off Route 28. Three free samoles; additional tastings may be purchased. Ticket for full clambake, $25. 457-0495.

Mid-Cape

Rail Trail ecology bike tour, a look at nature along the trail from South Dennis to Harwich, 9-11 a.m., meeting at Route 134 bike path parking lot, South Dennis. 25 participants. (617) 942-0865.

Art exhibit, noon-4 p.m., Guyer Barn Gallery, 250 South St., Hyannis.

Ecology Train ride, 10 a.m., Cape Cod Rail Road, Main Street, Hyannis. 771-3788.

Whale Wetchar cruise, 11 a.m., Barnstable Harbor. First five persons with Festival Cape Cod button ride for free. 362-6088.

"Baech end Dune Dynemics," noon-3 p.m., Chapin Dunes parking lot on Cape Cod Bay, off Route 6A, Dennis.

Musical revue featuring dancing and reading by students of Dence/Arts of Cepe Cod, 1 and 4 p.m., Liberty Hall, 1859 Main Street, Marstons Mills.

"Music for Everyonel" featuring Magic of Steel, Carol Chichetto, and Gospel Lights, 2-5 p.m., Hyannis Village Green, Main Street.

Lower Cape

Shitake Mushroom growing demonstretion, 1 p.m., meeting at side of Ponderosa Landscaping and Greenhouses, off Route 6A, Brewster. Limited to 30 participants. Registration: 362-6327.

Slidas and tour of Cepa's neturel history wonders, 1-2:30 p.m., Cape Cod Museum of Natural History, Route 6A, Brewster. Free with paid museum admission.

North Shore Task Force
ENVIRONMENTAL TOURISM FOCUS GROUP

April 18, 1996

The NSTF's focus in recent years on hiking trails and economic development has raised questions about what the subregion can do to help promote environmental tourism (ET) in the region. This year, the NSTF has undertaken a "special project" on ET, with added staff resources provided by the Metropolitan Area Planning Council (MAPC).

To get input and feedback on its ET project, the North Shore Task Force organized a Focus Group of associations dealing with tourism, nature, economic development, and the environment, along with the Task Force members. A list of participants is attached. The purpose was to brainstorm strategies to promote environmental tourism, create a subregional identity around this theme, and foster links among different environmental resources. Outlined below are the highlights.

- Many organizations have a related mission
  - Avoid duplicating efforts
  - Use opportunities to "partner"
    - North of Boston Convention & Visitors Bureau [a region of the Mass. Office of Travel and Tourism (MOTT)] uses the theme: "Discover the Unexpected"; NSTF should make a presentation at their monthly meeting
    - Essex Heritage Commission would be great partner; its focus on history & culture goes hand in hand with environmental tourism; designation as a National Heritage District likely soon; uniform signage in progress
    - Dept. of Food & Agriculture & MOTT are co-producing regional agri-tourism brochures
    - Rural Economic Development Council

- Working together, organizations have more clout
  - Legislature
  - Grants

- Beware of having too many identities
  - North Shore is already confusing enough
  - Too many related terms -- eco-tourism, "soft adventure," etc.

- Local tourism promoters need help in looking at region-wide big picture
    - Need to educate each community about other communities' special features ("cross-training")
    - Inadequate time & money to look beyond local borders
    - Need education, access to tools (e.g., North Shore trails map -- get copies?)
    - Need a list of
        - what we have
        - who the players are

- Environmental & tourism groups need help getting the word out
    - A centralized point of contact
    - Central communication link
    - Is North of Boston CVB appropriate point or contact for all?

- Local communities and environmental groups don't have enough money to develop and disseminate materials

- We need ways to protect our natural resources while promoting them
    - Essex County Trails Association and others need help educating people in how to use, not abuse trails
    - Solutions for multi-use conflicts (e.g., habitats, walkers, bikers) need to be addressed regionally
    - Guidelines to keep ambiance: use buffer zones, build on the back of the hill
    - If you pave it, they won't come

- We need to define and clarify mission

- To take action, we should focus on **who**, **what**, **where**, and **when**

- Then go to **how**
    - A comprehensive brochure?
    - If a brochure, how to distribute & to whom?

- Models of NSTF role
    - Use NSTF as convenor &/or advisory council & do outreach via North of Boston CVB, Essex Heritage, Visitors' Center and satellites, etc.
    - Need to consider good of the whole -- don't add more groups
    - Essex Heritage Commission is an open group, not a government body; NSTF should be prepared to participate
    - NSTF as facilitator, "transparent support"

NORTH SHORE TASK FORCE
C/O METROPOLITAN AREA PLANNING COUNCIL
60 TEMPLE PLACE BOSTON, MA 02111
(617) 451-2770 FAX (617) 482-7185

Environmental Tourism Focus Group
April 18, 1996
Endicott Park, Danvers

List of Participants

Name	Organization
Janis Bell	Tourism Coordinator, City of Gloucester
Grace Giambanco	City of Gloucester Community Development
Helene Loiselle	North Shore Convention Council
Steven Kesselman	National Park Service - Salem
Regina Spallone	North Shore Bikeways Coalition
Dianna Hazelton	Essex Heritage Commission
Janice Ramsden	Rockport Chamber of Commerce
Janet Csencsits	Essex County Greenbelt Association
Don Curiale	Essex County Trail Association/Ipswich Historical Commission
Kara DiFruscia Viola	Mass Office of Travel & Tourism/ Hamilton
Kathy Leahy	Mass Audubon: North Shore
Debra Hurlburt	City of Beverly, Vice Chair, North Shore Task Force (NSTF)
Anne Krieg	Town of Danvers, Chair, NSTF
Jay Grande	City of Gloucester, NSTF
Glenn Gibbs	Town of Ipswich, NSTF
Nick Barletta	Town of Rockport, NSTF
Ted Tarr	Town of Rockport, Essex County Regional Environmental Coalition, NSTF
Mike Duff	City of Salem, NSTF
Marge Davis	Town of Wenham, NSTF
David Soule	Executive Director, Metropolitan Area Planning Council (MAPC)
Carol Kowalski	NSTF Coordinator, MAPC
Judith Alland	MAPC

A Sample of
ENVIRONMENTAL TOURISM RESOURCES
on the North Shore

The following pages contain a sample of the environmental tourism resources and attractions on the North Shore. The sample is not intended to be comprehensive or all-inclusive. Information was submitted by representatives to the North Shore Task Force and supplemented by information from readily available sources. Among the items that could be added at some future are private whale watch and fishing companies and other commercial enterprises based on natural resources. The purpose of this sample is to give an idea of the richness that could be tapped by an environmental tourism initiative.

NORTH SHORE
ENVIRONMENTAL TOURISM RESOURCES

COMMUNITY	ATTRACTION	TYPE OF ACTIVITY
Beverly	Lynch Park	Swimming, garden
Beverly	Independence Park	Swimming
Beverly	Dane St. Beach	Swimming
Beverly	Blackenberry Beach	Swimming
Beverly	Ober Park/Rice Beach	Swimming
Beverly	Mingo Beach	Swimming
Beverly	Alt Reservation	Hiking, nature study, wildlife, birding, walking
Beverly	Trustees of Reservations	Hiking, nature, wildlife, birding, walking
Beverly	Corning	Hiking, nature, wildlife, birding, walking
Beverly	Sally Mulligan Park	Hiking, nature, wildlife, birding, walking
Beverly	Longhill Reservation	Gardens
Beverly	Woods Egypt	Hiking, nature, wildlife, birding, walking
Beverly	Bolt Reservation	Hiking, nature, wildlife, birding, walking
Beverly	Pole swamp lane area	Hiking, nature, wildlife, birding, walking
Beverly	Beverly Common	Hiking, nature, wildlife, birding, walking
Beverly	Boulder Lane	Hiking, nature, wildlife, birding, walking
Beverly/Salem	Great Misery Island	
Beverly/Salem	Little Misery Island	
Beverly/Salem	Baker's Island	
Danvers	Endicott Park	160-acre town-owned park; animals, trails
Danvers	Clark Farm	Pick-your-own; Corn Festival in August; Pumpkin Festival in October
Danvers	Connors Farm	Pick-your-own; Corn Festival & October Festival
Essex	Golden Bantam Tree Farm	Christmas trees

Essex	Oaknoll Farm	Christmas trees
Essex	Essex Clamfest	Festival, September
Essex	Essex River Cruises	
Gloucester	Good Harbor Beach	Swimming
Gloucester	Wingaersheek Beach	Swimming
Gloucester	Stoney Cove Reservation	Fishing/hiking
Gloucester	Goose Cove Reservoir	Fishing/hiking
Gloucester	Dogtown Commons	Hiking & nature activities
Gloucester	Easter Point Wildlife Sanctuary (Mass. Audubon Society)	Hiking, fishing
Gloucester	Brace Cove	Swimming
Gloucester	Stage Fort Park	Hiking, picnicking, skating
Gloucester	Norman's Woe Wildlife Sanctuary (Mass. Audubon Society)	Hiking, by appointment only
Gloucester	Ten Pound Island	Swimming, hiking
Gloucester	Fort Point Parks	Playground
Gloucester	Pavillion Beach	Swimming
Gloucester	Solomon Jacobs Park	Walking, scenic views
Gloucester	Gus Foote Park	Walking, scenic views
Gloucester	Gordon Thomas Park	Walking, scenic views
Gloucester	Bass Rocks	Scenic walk
Gloucester	Gray's Beach	Swimming
Gloucester	Rafe's Chasm Park	Fishing, hiking
Gloucester	Ravenswood Park	Hiking
Gloucester	Red Rocks Park	Hiking
Gloucester	West Gloucester watershed lands (Haskell, Lily, Dykes ponds; Bond Hill reservoir)	Fishing, hiking
Gloucester	Mount Ann Park	Rock climbing; scenic views
Gloucester	Annisquam Campground	Camping; fishing on site

Gloucester	Cape Ann Campsite	Camping, hiking
Gloucester	International Dory Races	Dory races in June
Gloucester	New Fish Festival	In June
Gloucester	St. Peter's Fiesta	Blessing of the Fleet—June
Gloucester	Gloucester Waterfront Festival	Festival, August
Gloucester	Schooner Festival	Festival, September
Gloucester	Seafood Festival	Festival, September
Gloucester	Whale watching cruises	Whale watching
Hamilton	Bradley Palmer State Park	Horseback, biking, hiking, snow sports
Hamilton	Chebacco Lake, inc. boat ramp	Swimming, waterskiing, canoe, sailing, small power boats, no jet skis
Hamilton	Appleton Farms Grass Rides	Walking, x-country skiing
Hamilton	Discover Hamilton Trail	Clearly mapped walking trail
Hamilton	Willowdale Mill	Walking, fishing
Hamilton	Harvard Forest	Walking, x-country skiing, horseback
Hamilton	Patton Park	Children's play area, picnic tables
Hamilton	Green Meadows Farm	Farm stand, bakery, greenhouses, firewood
Ipswich	New England Alive	Nature study, wildlife, petting farm
Ipswich	Wolf Hollow	Wolves in natural habitat
Ipswich	Bradley Palmer State Park	Horseback, biking, hiking, snow sports
Ipswich	Willowdale State Forest	Fishing, hiking, horseback, hunting, x-ctry skiing
Ipswich	Crane Beach	Swimming; trails thru sand dunes; sandcastle contest
Ipswich	Goodale Orchards	Farm animals, hayrides, pick your own fruits; winery; cider mill; Strawberry Festival in June
Ipswich	Greenwood Farm	Birding, walking, nature study
Ipswich	Marini's Farm Stand	Pick your own strawberries & tomatoes
Ipswich	Appleton Farms	Hiking, snowshoeing, x-ctry skiing
Ipswich	Shurcliff Riverwalk	Walking along Ipswich River
Ipswich	Ipswich River Fish Ladder	Observation

Ipswich	Ipswich River Festival	Day-long festival, June
Ipswich	Sand Castle Contest	Day-long contest, Crane Beach, August
Ipswich	Historical Homes Plant Sale	Sale June
Ipswich	Ipswich Bay Circuit Trail	Hiking, mtn. biking, horseback
Ipswich	Ipswich Garden Club Plant Sale	Sale
Ipswich	Atlantic Center for the Environment	Wildlife research, environmental education
Ipswich	Sandy Point State Reservation	Fishing, walking, scenic views
Manchester	Singing Beach	
Marblehead	Marblehead Neck Wildlife Sanctuary	Birds & wildlife
Marblehead	Halifax Race	Boat race, July
Marblehead	Race Week	July
Marblehead	Crocker Park	
Marblehead	Devereux Beach	
Marblehead	Seaside Park	
Marblehead	Goldthwait Reservation	
Marblehead	Tuckers Beach	
Marblehead	Riverhead Beach	
Marblehead	Fort Beach	
Middleton	Richardson Farm	Dairy farm, produces/sells milk & ice cream; animals; miniature golf, golf driving range, baseball batting cage
Peabody	Brooksby Farm	200-acre city owned farm & orchard; x-country skiing, hiking, pick your own strawberries & apples; camping; animals; hayrides
Peabody	"Brooksby Days"	June farm festival
Peabody	Brooksby Farm Harvest Festival	Festival draws 10,000+ people
Peabody	Proctor Trail	Hiking, jogging, walking

Rockport	Halibut Point State Park	X-cty skiing, fishing, scenic views, weekly guided walks
Rockport	Bearskin Neck	
Rockport	Millbrook Meadow	Wildflowers, picnicking
Rockport	The Headlands	Small public park, picnicking
Rockport	Cape Hedge Beach	
Rockport	Pebble Beach	
Rockport	Old Garden Beach and Path	
Rockport	Front Beach	
Rockport	Back Beach	
Rockport	Folly Cove	
Rockport	Atlantic Path	Coastal walk
Rockport	Pigeon Hill on top of Landmark Lane	200' elevation, public park, picnicking, vista
Rockport	Turtle Rock	Picnicking, nature walks, rock in shape of turtle
Salem	Forest River Park	
Salem	Salem Seaport Festival	May
Salem	Massachusetts Maritime Festival	May
Salem	Salem Willows Park	Beaches, picnic, boat rental
Salem	East India Whale Watches & Cruises	
Swampscott	King's Beach	Swimming
Topsfield	Ipswich River Wildlife Sanctuary (Mass. Audubon Society)	Birding, walking, nature study, canoing
Topsfield	Topsfield Fair	Ag exhibits, petting farm, horse & oxen pulling, draft horse show, sheep, poultry, rabbit, goat & llama shows; beekeeping exhibit
Topsfield	Boston Poultry Fair	Exhibition of large fowl, bantams, ducks, geese, turkeys, pheasants, pigeons, & doves
Topsfield	Bradley Palmer State Park	Horseback, x-cty skiing, canoeing, walking, fishing, cycling

Wenham	Cedar Pond Wildlife Sanctuary	Hiking, birdwatching, by appointment only
Wenham	Endicott Wildlife Sanctuary	Conservation advocacy; butterfly garden
Wenham	Ski trails (behind Gordon College)	Hiking, x-country skiing
Wenham	Pleasant Pond	Fishing; limited beach use
Wenham	1888 Harvest Barn	Hosts Eastern Conference of Mennonite Farmers Association
Wenham	Tipert's Farm	Pick-your-own strawberries
Multi-community	North Shore Trail system	Hiking, some biking
Multi-community	Bay Circuit Trail: Duxbury to Newburyport (part of No. Shore system)	Hiking, mtn.biking, horseback, x-country skiing
Multi-community	Cape Ann / Audubon Christmas bird count	Birdwatching

North Shore Organizations
Focusing On
Tourism, Nature, Economic Development, & The Environment

Listed below are contacts and organizations whose mission is relevant to environmental tourism. This list is not intended to be comprehensive. NSTF members were asked to submit names of organizations; staff supplemented these responses from readily available sources. Among the types of groups that could be added in the future are private industry associations (e.g., lodging and bed & breakfast associations), water-related activities (whale watching, fishing, etc.), educational institutions, and coastal advocacy groups.

Dianna Hazelton, (508) 741-8100
Essex Heritage Commission / Salem Partnership
6 Central Street
Salem, MA 01970

Edward O. Becker, Janet Csencsits, (508) 768-7241
Essex County Greenbelt Association, Inc.
82 Eastern Ave.
Essex, MA 1929

Michelle Meehan, (508) 921-4990
North of Boston Convention and Visitors Bureau
P.O. Box 642, 248 Cabot Street
Beverly, MA 01915

National Park Service Regional Visitor Center, (508) 740-1650
New Liberty and Essex Sts.
Salem, MA 01970

National Park Service Satellite Centers in NSTF Communities:

Gloucester Visitor Welcoming Center/Stage Fort Park
Rts. 133 and 127, Gloucester

Ipswich Visitor Center/Hall Haskell House
32 South Main St., Ipswich

George Peabody House Civic Center / Peabody Hist. Soc.), (508) 531-0805
205 Washington St.
Peabody, MA 01960

Dr. Steve Kesselman
Salem Maritime National Historic Site
174 Derby St.
Salem, MA 01970

Barbara Parsons (508) 356-5660
Essex County Chamber of Commerce
46 New March St.
Ipswich, MA 01938

Bob Bradford, Brad Small, (508) 774-8565
North Shore Chamber
5 Cherry Hill Drive, Suite 100
Danvers, MA 01923

Kara DiFruscia Viola
Mass. Office of Travel & Tourism
100 Cambridge St., 13th floor
Boston, MA 02202

Andrea Cooper, Kathy Leahy, (508) 927-1122
Mass. Audubon Society/ Endicott Reg'l Ctr.
346 Grapevine Rd.
Wenham, MA 01984

Carol Decker (508) 887-9264
Massachusetts Audubon Society
Ipswich River Wildlife Sanctuary
87 Perkins Row
Topsfield, MA 01983

Tia Donahue Costello, (508) 741-0201, ext. 220
Essex County Commission
36 Federal Street, 4th Floor
Salem, MA 01970

Lawrence Eliot
Bay Circuit Trail Committee, (508) 346-3742
275 Argilla Rd.
Ipswich, MA 01938

Kerry Mackin, (508) 356-8939
Ipswich Watershed Association
P.O. Box 576
Ipswich, MA 01938-0576

Helene Loiselle, (508) 532-3790
North Shore Convention Council
City Hall, 24 Lowell St.
Peabody, MA 01960

James Kyprianes / Daniel Lunt, (508) 356-2811
Historical Society
1 Village Green
Ipswich, MA 01938

Joan Fairbank, Dir. (508) 921-6067
Beverly Recreation Dept.
55 Ober St.
Beverly, MA 01915

Michael Costello, Sean Nickerson, (508) 283-1601
Cape Ann Chamber of Commerce
33 Commercial St.
Gloucester, MA 01930

Jan Bell, (508) 281-9781
Tourism Coordinator
22 Poplar St.
Gloucester, MA 01930

William Febiger, Ch., (508) 281-9781
Conservation Commission
22 Poplar St.
Gloucester, MA 01930

Ted Tarr
Dogtown Advisory Committee
Marmion Way
Rockport, MA

John Clarke, Ch. (508) 281-9781
Planning Bd.
22 Poplar St.
Gloucester, MA 01930

Robert Chandler, Ch. (508) 281-9781
Downtown Development Commission
22 Poplar St.
Gloucester, MA

Nancy Bertini, (508) 531-0384
Downtown Development Commission
Peabody Chamber of Commerce
20 Peabody Square
Peabody, MA 01960

Donald Curiale
Essex County Trail Association, (508) 356-7656
c/o 55 Waldingfield Rd.
Ipswich, MA 01938

Dan Tieger, (617) 253-9204
North Shore Bikeways Coalition
Manchester, MA

Town of Wenham
138 Main St.
Wenham, MA 01984

Gordon College
255 Grapevine Rd.
Wenham, MA 1984

Richard Kallman, President (508)356-4400
Ipswich Business Association
P.O. Box 94
Ipswich, MA 01938

Ipswich Open Space Committee
c/o Glenn Hazelton (617) 727-4859 x 113 (day); (508) 356-5392 (eve.)
45 East St.
Ipswich, MA 01938

Wayne Minton (508) 356-4351
Trustees of Reservation
Argilla Rd.
Ipswich, MA 01938

Trustees of Reservations, (508) 768-7241
82 Eastern Ave.
Essex, MA

Wesley Ward, Dir.
Trustees of Reservations (508) 921-1944
527 Essex St.
Beverly, MA 01915

Lisa Vernegaard, Assoc. Dir. of Planning & Ecology
Trustees of Reservations (508) 921-1944
527 Essex St.
Beverly, MA 01915

Richard Walker, (508) 532-3000, ext. 386
Parks & Rec. Dept./Forestry Dept.
Perkins St.
Peabody, MA 01960

Patrice Todisco, (617) 973-7312
Scenic Byways Division
Mass. Highway Department

Conrad Willeman, (617) 491-7433
Bicycle Coalition of Massachusetts
214A Broadway
Cambridge, MA 02139

Patrick McMahon, 973-7318
Mass. Highway Dept.

Melissa Nicholson, Exec. Dir., (508) 921-0040
Beverly Chamber of Commerce
248 Cabot Street
Beverly, MA 01915

Ellen DiGeronimo, (508) 744-0004
Salem Chamber of Commerce
32 Derby Sq.
Salem, MA 01970

Mary Ellen Norris, (508) 745-9595, ext. 216
Office of Tourism and Cultural Affairs
City Hall
93 Washington St.
Salem, MA 01970

Janice Ramsden, (508) 546-6575 or 5997
Rockport Chamber of Commerce & Board of Trade
3 Main St.
Rockport, MA 01966

Cetacean Research Unit (CRU)
P.O. Box 159
Gloucester, MA 01930
Contact: Mason Weinrich, (508) 281-6351